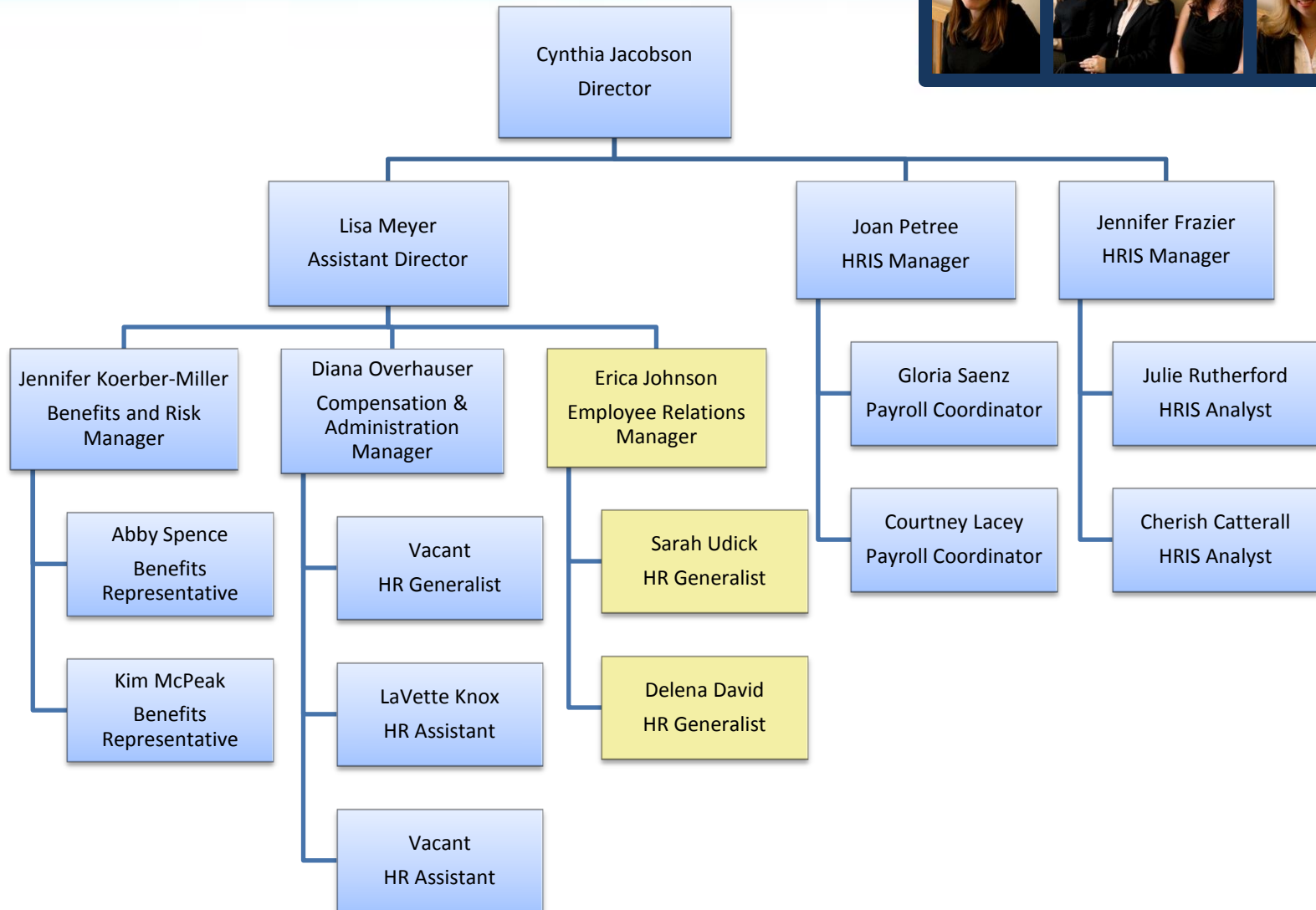




Collin County Employee Relations Presentation

Commissioners' Court FY2013

Employee Relations Area



Employee Relations Area



Erica Johnson
HR Manager
HR Experience:
6 years



Sarah Udick
HR Generalist
HR Experience:
3.5 years



Delena David
HR Generalist
HR Experience:
3 years

Employee Relations Area



- Employee and Manager Relations
- Legal Responses
- Litigation
- Pay for Performance
- On-Call Temporary Pool
- Texas Workforce Commission – Unemployment
- Civil Service
- Additional Tasks



EMPLOYEE AND MANAGER RELATIONS

Employee and Manager Relations



- The goal of the employee relations group is to assist employees and managers in resolving workplace issues
 - Increase productivity
 - Improve employee job satisfaction
 - Ensure legal compliance with federal/state laws
 - Prevent litigation
- In fiscal year 2013, from October to January
 - 215 employee relations calls (averages almost one issue per day per employee in this area)
 - Completion of 10 written warnings, assist with 6 suspensions, 2 demotions, 3 involuntary terminations
- Employee relations cases can be simple and handled by a telephone call or complex resulting in ongoing support over an extended time

Employee and Manager Relations



- Ensure compliance with various state and federal laws
 - Americans with Disabilities Act
 - Review employee requests
 - Review requests with managers
 - Recommendations
 - Documentation for legal actions
 - Family Medical Leave Act (in conjunction with Benefits)
 - Fair Labor Standards Act (in conjunction with Compensation)
 - Department of Labor Regulations

Employee and Manager Relations



- Investigations
 - Investigations can range from a couple of days to several weeks in length, depending on the number of people involved.
 - Tasks include:
 - Research (checking timesheets, FMLA documents, GPS logs, department records, etc.)
 - Review department policies
 - Question creation
 - Initial Interview
 - Coordinating polygraph exams
 - Follow-up interviews/meetings
 - Typing notes
 - Disciplinary action recommendations
 - Manager Meetings



LEGAL RESPONSES

Legal Responses



Equal Employment Opportunity Commission

- EEOC responses involve intensive research into the circumstances surrounding the claim (including interviews and document review). The time to compile a response and the response length is determined by the complexity of the case.

	Time to Compile (weeks)	Response Length (pages)	Appendices
Employee 1	5	5	9
Employee 2	7	15	21
Employee 3	8	8	4
Employee 4	4	4	11
Employee 5	4	7	17



LITIGATION

Litigation



Despite our best efforts to avoid litigation, there are some employees who will file lawsuits against Collin County.

- Depositions
- Meetings with the attorney
- Review of documents
- Records requests
- Mediations



PAY FOR PERFORMANCE

Pay for Performance



- The Employee Relations team:
 - Assists with goal development
 - Trains managers on conducting evaluations
 - Communicates regarding completion of documents
 - Reviews information submitted by managers and employees
 - Provides on site support to managers
 - Tracks new hires and position changes to ensure accurate PFP documents
- Information obtained in PFP documentation is used for Employee Relations issues such as:
 - Unemployment claims
 - EEOC responses
 - Litigation
 - Disciplinary actions

Pay for Performance



Pay for Performance is a four step process that runs throughout the fiscal year.



Pay for Performance



- Documents processed during the Pay for Performance cycle
 - Average 5,800 documents per fiscal year
 - Average 1,450 documents for each step of the cycle
(Objectives, Interim Reviews, Self Appraisals, and Annual Reviews)
- The Employee Relations team must review every document that is submitted
- Every Annual Review and Self Appraisal document must be completed for increase calculations to run (extensive employee and management follow up is required)



ON-CALL TEMPORARY POOL

On-Call Temporary Pool



- Benefits of the Temp Pool
 - Provides coverage for employee leave, staff shortages, and special projects
 - Cost effective alternative to staffing agencies
 - Minimize disruptions to workflow during staff shortages
 - Temporary employees have knowledge of County operations and personnel
 - Ability for departments/offices to preview work skills for temporary employees who apply to full time openings

On-Call Temporary Pool



- Cost Effectiveness
 - 22,452 hours worked for the Clerical Temporary Pool in 2012 has **savings** of over \$315,220* if employees had been paid overtime or \$112,260 if we had obtained a very low level employee from a temporary agency.
 - 4,911 hours in the Sheriff's Office Temporary Pool in 2012 **saved** over \$91,590* in overtime pay
- Utilized as a hiring tool – In fiscal year 2012, 11 temporaries were hired as regular employees. For fiscal year 2013, 9 have been hired as of February.
- For fiscal year 2012 we processed 61 temporary requests from 17 different departments and had 118 temporary assignments during the year.

*using salary midpoint for positions staffed and is reduced by the amount paid to the temporaries.



TEXAS WORKFORCE COMMISSION - UNEMPLOYMENT

Texas Workforce Commission-Unemployment



- Unemployment Claims
 - Research claim and reason for termination
 - Initial response to claim
 - Respond to requests for additional information
 - Appeal response and hearing if necessary
 - Communicate with managers about scheduled hearings and need for testimony
 - Additional appeal responses if necessary
 - Documentation
- Initial Claim Responses
 - We generally provide a response for every claim.
 - In 2012, we responded to 66 unemployment claims. Of the 39 cases of which we had control, Collin County had a favorable outcome in 69%.



CIVIL SERVICE

Civil Service



- Formation of the Sheriff's Office Civil Service Commission

April 12, 2011:
Petition received
requesting an election
to be held for
adoption of the
Sheriff's Office Civil
Service Commission

September 20, 2011:
Election held. The
Sheriff's Office Civil
Service Commission is
created by a majority
vote.

March 30, 2012:
The Civil Service
Commission holds its
first meeting and
adopts the rules
presented by the
Employee Relations
team.

May 2011:
Employee Relations
team begins
researching Texas
county and city civil
service commissions
and begins drafting
rules for potential
adoption.

Fall and Winter 2011:
Employee Relations
team continues
developing rules for
adoption by the Civil
Service Commission.

Civil Service



- Civil Service Responsibilities
 - Tracking and processing appeal requests
 - Responding to questions about the rules and appeals process
 - Continued modification/improvement of rules
 - Quarterly meetings including preparation, setup, and coordination with commissioner, appellants, Sheriff's office and legal counsel
 - First meeting was implementation oriented
 - Second meeting had one appeal
 - Third meeting has four appeals scheduled
 - Implementation of applicant testing (ongoing project)



ADDITIONAL TASKS

Additional Tasks

- Recruiting/Job Postings
 - Post to various job posting sites including: Monster and Craigslist, work with the Texas Workforce Commission, attend college career fairs, find and utilize websites devoted to niche applicant markets and cold call.
 - Analyze resumes posted on Monster to match resumes to jobs that are difficult to fill.
 - Review of over 600 applications for 43 individuals hired as temporaries in fiscal year 2012.
- Credit Checks
 - Sheriff's Office
 - District Attorney Investigators



Additional Tasks



- Training
 - Provide employee and manager training on topics such as: Employee Self Service, Manager Self Service, and PFP processes
 - Establish and maintain PeopleSoft registration for training classes offered by Human Resources
 - Organize training classes with external vendors as needed
- Track Legislation
 - Anything related to county government operations that may involve personnel, risk, payroll, benefits or any other area of Human Resources. HR does not have an association that tracks bills.
- Policy Review
 - Review and offer guidance/advice for departments on policies and procedures
- Federal/State Compliance Posters
 - Monitor employment law posters for changes
 - Create/replace out-of-date posters throughout County (43 posters; savings of over \$800 by creating/printing in-house)

Additional Tasks

- Intranet

- Important information now available to employees online including: policies and procedures, forms, announcements about training sessions and important deadlines, payroll and holiday schedules, reference and wellness materials
- Move to paperless information; ability to download/print only the documents needed

- Open Records Requests

- Documents typically requested for open records requests and subpoenas include: personnel folders, PeopleSoft records (applications, PFP documents, training history, compensation, disciplinary, time records), and medical documents (subpoenas only).
- Most requests require significant review for redaction of information.
- For fiscal year 2013 through January, we have processed 21 open records requests with an average processing time of two days.



Additional Tasks



- EEOP
 - This comprehensive document analyzes relevant market data and employment practices to identify possible barriers to the participation of women and minorities in the workforce. This report and the accompanying documentation is required is necessary to keep many of our government grants.
- EEO 4
 - Collin County is required to provide periodic reports with a on employment totals, job categories and salaries by protected category.
- Reference and Wellness Materials
 - Reference collection for work-related and wellness-related books, videos, and CDs
- Research Projects
 - Laws involving topics such as FLSA , ADA, FMLA
 - Court cases involving relevant issues

Additional Tasks



- Exit Interviews
 - We contact, on average, 74.63% of eligible employees. We receive responses from an average of 67.5% of contacted former employees.
- Reporting
 - Turnover Analysis
 - Management reports requested or needed for disciplinary actions
- Functional Physical Capacity Assessment (FPCA)
 - Worked with Health Care Services, The Sheriff's and Constables offices and an external vendor to develop pre-employment physical assessments for Detention Officer and Deputy Constable positions.
 - The project involved:
 - Vendor research and selection
 - Job assessments and observation
 - Responding to applicant concerns